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PROGRESS REPORT ON THE STUDY OF SKILL PROFILES  
AND MANPOWER REQUIREMENTS IN THE FIELD OF CUSTOMS  
ADMINISTRATION IN EASTERN AND SOUTHERN AFRICA

LE/NAIROB

## I. INTRODUCTION

1. It will be recalled that at the Sixth meeting of the Lusaka-based MULPOC Council of Ministers held in Mbabane in February 1983, the Council of Ministers was informed that the objective of this project was to develop a training programme in the field of customs administration and management with specific reference to matters concerning the preferential treatment of imports and exports, the simplification and harmonization of customs regulations and procedures, and the prevention, investigation as well as the repression of customs offences. At that time, the Lusaka-based MULPOC had started the study which, it was hoped, would be completed in two phases during 1983-84. To realize the objective of the project, it was planned to execute the project in the following phases:

### Phase I:                    January - December, 1983

- (a) An inventory of customs personnel currently operating in the subregion, their skill profiles and level of training;
- (b) An assessment of both upgrading requirements for the existing customs personnel and additional requirement of personnel in the customs management cadre;
- (c) An inventory of training facilities and programmes currently existing in the subregion for the development of customs personnel;
- (d) Development of training programmes, workshops and seminars with a curriculum tailored to the ideals of the Preferential Trade Area project.

### Phase II:                    January - December 1984 (continucus)

- (a) Mobilisation of funds and other manpower resources;
- (b) Implementation of training programmes, workshops and seminars for customs administrators.

## II. PROJECT IMPLEMENTATION DURING 1983

2. In pursuant to the implementation of Phase I(a) of the study, three countries in the subregion were visited by an officer from the Lusaka-based MULPOC office i.e. Zimbabwe, Kenya and Uganda.

Zimbabwe: Establishment (Customs Cadet upwards)

3. In 1983 the establishment in the Department of Customs and Excise consisted of 1 controller, 3 Deputy Controllers, 11 Assistant Controllers, 18 Collectors Grade I, 30 Collectors Grade II, and 259 Examining staff. The examining staff includes Customs Cadets, Customs Officers, Customs Prefects, Senior Examining Officers and Examining Officers. The recruitment for these cadres is normally done direct from school, the minimum qualification being 5 good "O" level passes in acceptable subjects, coupled with success at a written aptitude test and at a subsequent interview.

Training:

4. The usual pattern is:-

Phase I The Cadet attends a 4 week induction and aptitude assessment course shortly after his appointment, which at this stage is probationary. This training course is designed to provide a Cadet with basic theory and with practical training, so that he is capable of actually doing the work expected of him during his first 12 months in the Department.

Phase II After he (or she) has served as a Cadet for 12 months, he will attend the Training School once more for a 3 week concentrated course dealing with a wide range of activities at a more advanced level than Phase I. Success on this course coupled with a satisfactory report from his (or her) head of office would lead to advancement to Customs Officer grade.

Phase III After he (or she) has served as a Customs Officer for 2 years, the officer returns to the Training School for a 6 weeks course, which consolidates the matter learnt at the Phase II course and introduce more advanced material, involving principally the examining of documentation relating to the importation of goods. Success at a written examination held at the end of this course, plus satisfactory performance before a Departmental Suitability Board, plus a satisfactory report from the Officer's head of office will lead to advancement to Examining Officer grade.

Training School:

5. This is run by a Collector Grade I, who is assisted by a Collector Grade II and 8 Examining Staff. The premises are cramped and far from ideal. Plans have been

drawn up for a new building, which will represent a great improvement as compared with the current one. It is hoped that this will be ready in 1984.

### Specialised Training

6. It will be noted that the Department (in accordance with recommendations of the Customs Co-operation Council) undertakes its own basic training. Thereafter Zimbabwe has started looking for offers made by the C.C.C. for advanced training on specialised subjects, and officials have attended or are currently attending courses in Austria, Australia, Denmark, Great Britain, Malawi and West Germany. This is a new departure for this Department and its benefits although expected to be considerable, have yet to be evaluated.

### Future Training on Regional basis

7. There is much scope for this (the Malawi course mentioned above is a case in point) and this could possibly be arranged by the P.T.A. in co-operation with the C.C.C. This training would, ideally, be of the specialist advanced type, as and until all member states of the P.T.A. have harmonised their procedures and tariffs, it is thought that training at the lower levels should be continued on a national basis.

### KENYA:

8. A preliminary survey of the customs and excise department revealed the following occupational structure:-

- |                |                                              |
|----------------|----------------------------------------------|
| <u>MOMBASA</u> | - Commissioner                               |
| <u>NAIROBI</u> | - Deputy Commissioner                        |
|                | - Assistant Commissioner<br>(Revenue)        |
| <u>MOMBASA</u> | - Assistant Commissioner<br>(Administration) |
|                | - Chief Investigation Officer                |
|                | - Chief Collector<br>(Inspectorate)          |
| <u>NAIROBI</u> | - Chief Collector<br>(Valuation and Excise)  |

- Chief Collector  
(Revenue)
- Principal Collector  
(Customs co-operation Council)

MOMBASA

- Principal Collector  
(Training)
- Senior Statistical Officer  
(Training)
- Preventive Officer I  
(Training)
- Accounts Controller
- Chief Accountant

STATISTICAL BRANCH

NAIROBI

- Chief Statistical Officer  
Principal Statistical Officer

MOMBASA

- Senior Statistical Officer

NAIROBI

- Senior Statistical Officer
- Data Processing Director

SOUTHERN REGION

MOMBASA

- Assistant Commissioner
- Chief Collector
- Principal Collector
- Principal Collector (Kilindini)
- Principal Investigation Officer
- Preventive Officer I.

NORTHERN REGION

NAIROBI

- Ag. Assistant Commissioner
- Ag. Chief Collector
- Ag. Principal Collector
- Principal Collector (Refunds and Local Industries)

- Embakasi - Ag. Principal Collector  
(Jomo Kenyatta International Airport)
- Kisumu - Principal Collector  
(Western Kenya)
- Nairobi - Ag. Principal Investigation Officer
- Embakasi - 3 Preventive Officers I
- Kisumu - Preventive Officer I

9. The various cadres of manpower in the customs and excise department are recruited at graduate "A" and "O" level education standards. There is a residential training school in Mombasa which can cater for 65 trainees at any one given time. The duration of training varies between 2 - 3 months and two years depending on the educational level at which the trainees are recruited. However there are plans to expand the school with the assistance from EEC.

#### UGANDA:

10. At the time of the survey, Uganda was in the process of finalizing its comprehensive manpower survey. The results of the survey should assist in making a more realistic comparative analysis with the other countries in the subregion.

11. The Committee of Officials may wish to recommend to the Council of Ministers that during 1984-85 an inventory of customs personnel operating in this subregion be completed and that an assessment of upgrading requirements for the existing customs personnel and any additional personnel requirements in customs administration be expedited. Only then will it be possible to develop training programmes, workshops and seminars for customs personnel with a curriculum tailored to the ideals of PTA. Training and retraining should be well underway in 1985-86.